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Counter-Threat Messaging Support Program
(CTMSP)

in support of:

Requesting Department of Defense (DoD) Combatant
Commands (CCMDs)

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C.1 BACKGROUND

Messaging, including Information Operations (IO), involves providing information to foreign audiences to influence emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals to drive a desired effect. The current complex global information environment requires integrated and synchronized efforts to ensure efficacy. In addition, messaging and IO rely upon having an understanding of the target audiences and this complex, ever-changing operational environment. United States Central Command (USCENTCOM), United States Africa Command (USAFRICOM), United States European Command (USEUCOM), and United States Special Operations Command (USSOCOM) are the organizations initially supported by this TO. In order to conduct IO and messaging programs most effectively and efficiently, other partners will be involved, as well. The Government requires messaging support to fulfill their missions and to counter threats to United States (U.S.) national security such as extremist organizations, terrorism, humanitarian crises, and pandemics.

C.1.1 CURRENT OPERATIONAL ENVIRONMENT

The current effort is primarily focused on providing support to USCENTCOM as part of the Operation Inherent Resolve (OIR) mission set. OIR was designated as U.S. military operations in Iraq and Syria against the Islamic State of Iraq and the Levant (ISIL) terrorists on October 15, 2014 and designated as a contingency operation on October 17, 2014. Extremist organizations pose a growing global threat, including a threat to the U.S. The U.S. strategy to degrade and ultimately defeat extremist organizations involves several agencies, for a whole-of-government approach, and multiple lines of effort, including providing military support to coalition partners, preventing the flow of funds and fighters to extremist organizations, addressing humanitarian crises in the region, and exposing the extremist organizations' true nature.

This TO represents an expansion from the current approach; this expansion is an effort to include additional CCMDs and partners. Counter-terrorism efforts are not limited only to USCENTCOM's AOR; therefore, this TO will incorporate additional DoD and interagency involvement to expand the focus to additional regions and areas of interest (AOIs). Initially, the Government anticipates that the effort will continue to have a counter-terrorism focus led by USCENTCOM, along with USAFRICOM, USEUCOM, and involve additional CCMDs whose interests align with that of USCENTCOM. Efforts will continue to be focused in the USCENTCOM and USAFRICOM AORs and AOIs with expansion to the European continent. Involving these additional CCMDs will lead to improved message content, relevance, and timeliness for IO efforts across AOIs. In the future, it is anticipated that support will grow and expand to the Pacific region, as well. Support will initially focus on countering the threat of terrorism and extremist organizations and potentially expand to include IO support to counter additional threats such as humanitarian crises and pandemics.

C.1.2 UNITED STATES CENTRAL COMMAND (USCENTCOM)

USCENTCOM is one of the Geographic Combatant Commands (CCMDs) and its area of responsibility (AOR) covers the central region of the globe. Its AOR includes the following countries: Afghanistan, Bahrain, Egypt, Iran, Iraq, Jordan, Kazakhstan, Kuwait, Kyrgyzstan, Lebanon, Oman, Pakistan, Qatar, Saudi Arabia, Syria, Tajikistan, Turkmenistan, United Arab

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Emirates, Uzbekistan, and Yemen. USCENTCOM is headquartered at MacDill Air Force Base, Florida.

With national and international partners, USCENTCOM promotes cooperation among nations, responds to crises, deters or defeats state and non-state aggression, and supports development and, when necessary, reconstruction in order to establish the conditions for regional security, stability, and prosperity. Currently, USCENTCOM's IO efforts focus on counter-terrorism in its AOR.

C.1.3 UNITED STATES AFRICA COMMAND (USAFRICOM)

USAFRICOM is one of the Geographic CCMDs and is responsible for military relations with African nations, the African Union (AU), and African regional security organizations. USAFRICOM is responsible for U.S. Department of Defense (DoD) operations, exercises, and security cooperation activities on the African continent (except for Egypt), its island nations, and surrounding waters. USAFRICOM is headquartered in Stuttgart, Germany.

The mission of USAFRICOM is, along with its partners, to disrupt and neutralize transnational threats, protect U.S. personnel and facilities, prevent and mitigate conflict, and build African partner defense capability and capacity in order to promote regional security, stability, and prosperity. USAFRICOM is currently building up its IO capacity at the Command level to focus initially on counter-terrorism in Northern Africa then expand into additional locations and focus on additional threats such as trafficking and humanitarian crises.

C.1.4 UNITED STATES EUROPEAN COMMAND (USEUCOM)

USEUCOM's area of focus covers almost one-fifth of the planet, including all of Europe, large portions of Asia, parts of the Middle East, and the Arctic and Atlantic Oceans. USEUCOM is responsible for U.S. military relations with NATO and 51 countries on two continents with a total population of close to a billion people. USEUCOM is headquartered in Stuttgart, Germany.

The mission of the USEUCOM is to conduct military operations, international military partnering, and interagency partnering to enhance transatlantic security and defend the U.S. forward. USEUCOM executes its mission by establishing an agile security organization able to conduct full spectrum activities as part of whole-of-government solutions to secure enduring stability in Europe and Eurasia. USEUCOM plans to build up its counter-terrorism IO capability alongside USCENTCOM, using USCENTCOM's existing capabilities and expertise to expand IO counter-terrorism efforts to its AOR.

C.1.5 UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

USSOCOM provides command, control, and training for all special operations forces (SOF) in the U.S. USSOCOM's primary mission is to provide combat-ready forces for rapid reinforcement of the other unified commands worldwide. The Commander of USSOCOM is the designated joint proponent for Military Information Support Operations (MISO), which includes leading the collaborative development, coordination, and integration of the MISO capability across DoD. USSOCOM is located at MacDill Air Force Base, Florida.

C.2 SCOPE

The scope of this TO is to provide DoD CCMDs, their Components, and their other Government partners with culturally relevant content development, production, dissemination, assessments, multimedia monitoring, and operational research support. This type of support directly supports countering violent extremist ideologies and their impact on regional stability, as well as additional threats to U.S. national security interests, such as trafficking, pandemics and humanitarian crises. Additionally, this support provides research support, various metrics analysis, and planning that assist the U.S. in preparation for existing and future threats. The scope also includes facilitating knowledge sharing activities where appropriate and in conjunction with the Government. The Government is looking to gain synergies and efficiencies over the life of the TO in order to increase the effectiveness of IO efforts by improving consistency of message and content, and coordination of efforts.

USCENTCOM, USSOCOM, USEUCOM, and USAFRICOM are the initial organizations supported by this TO, but the contractor may be required to support additional Commands, Components, and other Government partners during TO performance.

The contractor shall perform support on- and off-site at various locations. The contractor shall travel routinely to Continental United States (CONUS) and to Outside the Continental United States (OCONUS) locations.

This requirement falls within the Management Consulting Services core discipline of the OASIS Pool 1 IDIQ.

C.3 TASKS

The following tasks in support of this TO are detailed below:

- a. Task 1 – Contractor Manpower Reporting
- b. Task 2 – Provide Program Management
- c. Task 3 – Provide Transition Support
- d. Task 4 – Provide Media and Research Support
- e. Task 5 – Content Development and Distribution
- f. Task 6 – IO Planning Support and Engaging Local Partners (Optional)
- g. Task 7 – Additional Support as Needed (Optional)

For all tasks listed above, the contractor shall provide full translation support, as applicable. Translators shall be highly-trained professionals, native speakers of the target language, and have experience in professional translation. Translators shall employ the American Translators Association (ATA) – recognized methodologies to verify native translation. Where it is applicable and consistent with industry best practices, the contractor may provide automated translation support; however, the Government may require that automated translation support be reviewed and/or validated. All language and translation requirements are subject to change over the life of this TO. The contractor shall provide full-service cultural knowledge, linguistic services, political, journalistic, editorial, media, and information technology subject matter expertise.

C.3.1 TASK 1 – CONTRACTOR MANPOWER REPORTING

The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract for the relevant CCMD via a secure data collection site. The contractor is required to completely fill in all required data fields using the following web address: <http://www.ecmra.mil/>.

Reporting inputs will be for the labor executed during the period of performance during each Government fiscal year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than October 31 of each calendar year.

Contractors may use Extensible Markup Language (XML) data transfer to the database server or fill in the fields on the website. The XML direct transfer is a format for transferring files from a contractor's systems to the secure web site without the need for separate data entries for each required data element at the website. The specific formats for the XML direct transfer may be downloaded from the web.

C.3.2 TASK 2 – PROVIDE PROGRAM MANAGEMENT

The contractor shall provide overall TO and component-level program management support. This includes the management and oversight of all activities performed by contractor personnel, including subcontractors, to satisfy the requirements identified in this Performance Work Statement (PWS). Meetings conducted in the execution of this TO may be conducted virtually or via teleconference when approved by the Technical Point of Contact (TPOC) or FEDSIM Contracting Officer's Representative (COR). The contractor shall identify a Program Manager (PM) by name, who shall provide management, direction, administration, quality assurance, and leadership of the execution of this TO.

C.3.2.1 SUBTASK 2.1 – COORDINATE A PROJECT KICK-OFF MEETING

At the FEDSIM Contracting Officer's (CO) direction, the contractor shall schedule, coordinate, and host a Project Kick-Off Meeting (**Section F, Deliverable 02**) at the location approved by the FEDSIM COR. The meeting will provide an introduction between the contractor personnel and Government personnel who will be involved with the TO. The meeting will provide the opportunity to discuss technical, management, and security issues, and travel authorization and reporting procedures. At a minimum, the attendees shall include Key contractor Personnel, the TPOC, FEDSIM COR, and other relevant Government personnel. At least three days prior to the Kick-Off Meeting, the contractor shall coordinate with the FEDSIM CO to provide a Kick-Off Meeting Agenda (**Section F, Deliverable 01**) for review and approval by the FEDSIM COR and the TPOC prior to finalizing. The agenda shall include, at a minimum, the following topics/deliverables:

- a. Introduction of Team Members and Personnel:
 - i. Roles and Responsibilities, to include staffing plan and project organization
 - ii. Overview of the customer organizations
- b. TO Management:
 - i. Overview of project task areas

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- ii. Identified risks and issues and applicable mitigation plans
- iii. TO logistics
- c. TO Administration:
 - i. Compliance with security requirements to include issues, facility, and network access procedures
 - ii. Sensitivity and protection of information
 - iii. Reporting requirements (e.g., Monthly Status Report (MSR))
 - iv. Review of Government-furnished equipment (GFE)
 - v. Invoice review and submission procedures
 - vi. Travel notification and processes
 - vii. Proposed reports of technical metrics
 - viii. Present an overarching strategy and synchronize with relevant U.S. and coalition strategies
 - ix. Additional administrative items
 - x. Transition-In Plan
 - xi. Draft Project Management Plan
 - xii. Draft Proposed Invoice Tracking Spreadsheet and Invoice Format (See **Section G.3**).

The contractor shall draft and provide a Kick-Off Meeting report, in accordance with **Section C.3.2.6 (Section F, Deliverable 04)**, documenting the Kick-Off Meeting discussion and capturing any action items.

C.3.2.2 SUBTASK 2.2 – PREPARE A MONTHLY STATUS REPORT (MSR)

The contractor shall develop and provide an MSR using Microsoft (MS) Office Suite applications via electronic mail (email) to the TPOC and the FEDSIM COR (**Section F, Deliverable 06**). The MSR shall include the following:

- a. Activities during reporting period, by task (include on-going activities, new activities, and activities completed, and progress to date on all above mentioned activities). Each section shall start with a brief description of the task.
- b. Problems and corrective actions taken. Also include issues or concerns and proposed resolutions to address them.
- c. Personnel gains, losses, and status (security clearance, duty station at Government site or contractor site, etc.).
- d. Government actions required.
- e. Schedule (show major tasks, milestones, and deliverables; planned and actual start and completion dates for each).
- f. Summary of trips taken, conferences attended, etc. (attach Trip Reports to the MSR for reporting period).
- g. Accumulated invoiced cost for each CLIN up to the previous month.
- h. Projected cost of each CLIN for the current month.

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The contractor shall convene a monthly status meeting with the TPOC, FEDSIM COR, and other Government stakeholders. The purpose of this monthly meeting is to ensure all stakeholders are informed of the monthly activities and the MSR, provide opportunities to identify other activities and establish priorities, and coordinate resolution of identified problems or opportunities.

The Government and Contractor shall mutually agree to any reporting requirements supplemental to the MSR.

Supplemental REPORT #1, Contractor Employee Monthly Report (Attachment T), for each employee providing labor to support CENTCOM requirements under this task order.

Instructions for Contractor Employee Monthly Report :

- To be delivered monthly to the CENTCOM TPOC
- Report parameters:
 - To be completed for CENTCOM only
 - To be completed one page per employee where employee is defined as those individuals whose work site(s) are located on a Government facility

C.3.2.3 SUBTASK 2.3 – CONVENE TECHNICAL STATUS MEETINGS

The contractor PM shall convene Technical Status Meetings with the TPOC, FEDSIM COR, and other Government stakeholders, as requested. The purpose of this meeting is to ensure all stakeholders are informed of the current task status, provide opportunities to identify other activities and establish priorities, and coordinate resolution of identified problems or opportunities. The contractor PM shall provide a meeting report in accordance with **Section C.3.2.6 (Section F, Deliverable 04)**, including attendance, issues discussed, decisions made, and action items assigned, to the FEDSIM COR within five workdays following the meeting.

C.3.2.4 SUBTASK 2.4 – PREPARE A PROJECT MANAGEMENT PLAN (PMP)

The contractor shall document all support requirements in a PMP. The PMP shall:

- a. Describe the proposed management approach to include quality control.
- b. Contain detailed Standard Operating Procedures (SOPs) for all tasks. This would include: proper travel requirements (e.g., Status of Forces Agreement (SOFA) and Technical Expert Status Accreditation / Analytical Support Status Accreditation (TESA/ASSA)).
- c. Include deliverable schedule (for deliverables indicated in **Section F**), milestones, tasks, and subtasks required in this TO.
- d. Describe in detail the contractor's approach to risk management under this TO and approach to communications including processes, procedures, communication approach, and other rules of engagement between the contractor and the Government
- e. Provide for an overall Work Breakdown Structure (WBS) and associated responsibilities and partnerships between Government organizations.

The contractor shall provide the Government with a draft PMP on which the Government will make comments (**Section F, Deliverable 07**). The final PMP shall incorporate the Government's comments (**Section F, Deliverable 08**).

C.3.2.5 SUBTASK 2.5 – UPDATE THE PROJECT MANAGEMENT PLAN (PMP)

The PMP is an evolutionary document that shall be updated annually at a minimum (**Section F, Deliverable 07**). The contractor shall work from the latest Government-approved version of the PMP. The contractor shall keep the PMP electronically accessible to the Government at all times.

C.3.2.6 SUBTASK 2.6 - PROVIDE MEETING REPORTS

The contractor shall submit meeting reports (**Section F, Deliverable 04**), as requested by the TPOC and/or FEDSIM COR via email, to document results of meetings. The meeting reports shall include the following information:

- a. Meeting attendees and their contact information – at a minimum, identify organizations represented
- b. Meeting dates
- c. Meeting location
- d. Meeting agenda
- e. Purpose of meeting
- f. Summary of exercises/events (issues and risks discussed, decisions made, and action items assigned)

C.3.2.7 SUBTASK 2.7 - PROVIDE LESSONS LEARNED REPORTS

The contractor shall submit lessons learned reports (**Section F, Deliverable 09**), as requested by the TPOC and/or FEDSIM COR via email, to document any lessons learned during TO execution. The lessons learned reports shall:

- a. Identify the activity or experience.
- b. Identify the problem or success.
- c. Describe the impact of the problem or success.
- d. Provide a recommendation to the problem or success.

Lessons learned reports shall be submitted to the Joint Staff lessons learned database in the correct format for each COCOM. Service components will submit lessons learned to the service lesson learned database using the format outlined by the database.

C.3.2.8 SUBTASK 2.8 - PROVIDE PROBLEM NOTIFICATION REPORTS (PNRs)

The contractor shall notify the FEDSIM COR via a PNR as soon as it becomes apparent to the contractor, that a scheduled delivery will be late or a cost overrun will occur. The contractor shall include in the PNR the rationale for a late delivery or cost overrun, the expected mitigation strategy, and overall project impact. The FEDSIM COR will review the PNR and provide guidance to the contractor. Such notification in no way limits any Government contractual rights or remedies including, but not limited to, termination. PNRs shall at minimum be prepared with the information in the sample provided in **Section J, Attachment N**.

C.3.2.9 SUBTASK 2.9 – PREPARE TRIP REPORTS

The Government will identify the need for a Trip Report when the request for travel is submitted (**Section F, Deliverable 10**). The contractor shall keep a readily available and up-to-date

summary of all long-distance travel including, but not limited to, the name of the employee, location of travel, duration of trip, and point of contact (POC) at travel location. Trip reports shall also contain Government approval authority, total cost of the trip, a detailed description of the purpose of the trip, and any knowledge gained. At a minimum, trip reports shall be prepared with the information provided in **Section J, Attachment M**.

C.3.2.10 SUBTASK 2.10 - KNOWLEDGE MANAGEMENT

The contractor shall update the existing IO portal for each Command to reflect ongoing activities and ensure proper de-confliction, efficiencies, and coordination amongst IO efforts. The contractor shall facilitate knowledge sharing and statuses of current IO operations and lessons learned from each series that are relevant to the operations of each CCMD and partner.

C.3.3 TASK 3 –PROVIDE TRANSITION SUPPORT

C.3.3.1 SUBTASK 3.1 – PROVIDE TRANSITION-IN SUPPORT

The contractor shall ensure that there will be minimum service disruption to vital Government business and no service degradation during and after transition. The contractor shall propose a final draft of its Transition-In Plan, updating the version provided as part of the proposal (**Section F, Deliverables 12 and 13**).

The contractor shall complete the implementation of its Transition-In Plan and complete all transition activities no later than (NLT) 60 calendar days after Project Start (PS).

C.3.3.2 SUBTASK 3.2 – PROVIDE TRANSITION-OUT SUPPORT

The Transition-Out Plan shall facilitate the accomplishment of a seamless transition from the incumbent to an incoming contractor/Government personnel at the expiration of the TO. The contractor shall provide a draft Transition-Out Plan within six months of PS (**Section F, Deliverable 14**). The Government will work with the contractor to finalize the Transition-Out Plan in accordance with Section E (**Section F, Deliverable 14**). At a minimum, this Plan shall be reviewed and updated on an annual basis (**Section F, Deliverable 16**). Additionally, the Transition-Out Plan shall be reviewed and updated quarterly during the final Option Period (**Section F, Deliverable 16**). The contractor shall provide a Transition-Out Plan NLT 120 calendar days prior to expiration of the TO (**Section F, Deliverable 15**). The contractor shall identify how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

- a. Project management processes
- b. Points of contact
- c. Location of technical and project management documentation
- d. Status of ongoing technical initiatives
- e. Appropriate contractor to contractor coordination to ensure a seamless transition
- f. Transition of Key Personnel
- g. Schedules and milestones
- h. Actions required of the Government

The contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition via weekly status meetings.

The contractor shall implement its Transition-Out Plan NLT 90 calendar days prior to expiration of the TO.

C.3.4 TASK 4 – PROVIDE MEDIA AND RESEARCH SUPPORT

The U.S. relies on all forms of influence to counter threats such as extremist campaigns. The Government and DoD CCMDs are tasked to gather and collect information through a multitude of different platforms (e.g., television (TV), print, social media, population surveys, and industry research). The CCMDs are charged with analyzing quantitative and qualitative primary and secondary data of indigenous populations and societies in a specified geographical area to support the U.S. fight against violent extremist organizations and additional Government objectives.

The contractor shall analyze and produce assessments which evaluate friendly and adversary operations, capabilities, objectives, and gaps to assist the Government in dismantling terrorist campaigns and furthering additional Government strategic objectives, as required.

The contractor shall provide support and assistance to the requesting Government agency, in conducting market research, creative and content development, and commercial quality digital and traditional behavior change marketing techniques within AOIs in the specified geographical area and neighboring regions that directly support Government and military objectives, operations, and activities. This includes providing services in market research and analysis, digital and traditional marketing, and application of those methods. The contractor shall possess detailed knowledge of the targeted media environment to include host nation laws and regulations. All products provided by the contractor and any accompanying reports shall be complete, ready for distribution, consistent with a high level of quality control, culturally sensitive and appropriate, encompass a wide range of topics, and relevant to the audience identified by the requesting agency. The contractor shall participate in CCMD/IA working groups serving as a traditional and digital media marketing subject matter experts (SMEs). The contractor shall also provide SME support on the behalf of the agency to assist other DoD and interagency partners, as requested. Additionally, as requested by the Government, the contractor shall provide training to relevant partnered staff on the use of traditional and digital media in support of operations.

The primary objective of this task is to enable existing platforms and develop integrated marketing, outreach, and communications in support of themes and objectives derived from the Government/DoD objectives, emerging contingencies, and approved plans and programs in direct support of military objectives and operations. The contractor shall develop, produce, disseminate, deliver, and identify any measurable impact indicators of localized and culturally appropriate content. The contractor shall utilize marketing techniques that use modern behavioral change in order to identify foreign audiences, influencers, and key communicators, and assess the effectiveness of messaging on their behaviors. As emerging technologies become available, the contractor shall be responsible for incorporating them into deliverables and programs. The contractor shall also advise CCMD and Interagency planners on task integration and provide recommendations and inputs into the planning efforts during deliberate, crisis, and steady state

operations and activities. The subtasks identified below will be required to be performed with Government supervision. All reports produced and data provided by the contractor shall be in a format agreed upon by the contractor and the Government, and adjusted as necessary. On-going research across the geographical AOI shall be required beginning at the start of performance of this TO.

C.3.4.1 SUBTASK 4.1 – TARGET AUDIENCE RESEARCH

The contractor shall conduct industry standard research on target audiences, as specified by the Government and in multiple regions in order to develop an understanding of these highly complex audiences. Industry standard research refers to primary research in the form of focus groups and surveys, as well as secondary and syndicated audience research tools (e.g., Geoscape, Census data, etc.). The contractor shall utilize available industry data, including market data available for purchase, outside reports, and other data provided by the requested agency, and develop audience profiles for the designated AOIs. Where standard data tools, such as those primary research methods listed above, are not available, the contractor shall be required to conduct non-traditional forms of primary research. The contractor shall provide demographic/segment data (**Section F, Deliverable 17**) on audiences in the AOI to the Government. This data could include, but is not limited to, age, gender, external and internal conditions and influences that drive their behavior, media consumption, geographic concentration of the identified groups or segments (i.e., military age individuals), online/digital concentration, and networks (both real life and digital). The contractor shall also identify key communicators to target audiences including, but not limited to, biographical data, professional background, educational background, personal background, influencer qualifications, political/state/tribal affiliations, user activity, platforms they are active on, their online messaging/objectives, and their audience/followers.

C.3.4.2 SUBTASK 4.2 – TARGET MARKET RESEARCH

The contractor shall conduct industry standard market research in areas designated and prioritized by the requesting Government agency. Research shall include, but is not limited to, the identification of various types of media and market tactics utilized in the area. The contractor's research shall focus on the identified geographic markets, regions, and audiences and shall ensure that information on U.S. persons is not collected or utilized. The contractor shall provide the following (**Section F, Deliverable 18**) to the Government:

- a. Major media outlets and audience segments, media consumption characteristics in the target market which could include traditional media, as well as digital media outlets (social media, etc.), available advertising options, and networks used in the target market.
- b. Advertising costs (e.g., cost per thousand impression (CPMs)) for each media vehicle or platform, by language.
- c. Recommended mobile platforms, connections (2G, 3G, etc.), network architecture, and hardware and software capabilities in the target market.
- d. Languages used in various media outlets.
- e. Ownership and alignment (pro-Government/DoD objective, anti-Government/DoD objective, etc.) of various media platforms.
- f. Instances of censorship/one-sided reporting, or intentional blackouts (jamming, etc.).

- g. Methods to shape the identified media landscape and new and emerging marketing technologies and techniques; and, to maximize use of industry best practices.

C.3.4.3 SUBTASK 4.3 - PROVIDE SUPPORT FOR POPULATION SURVEYS

The contractor shall develop an in-depth survey report for each country, as designated by the Government, accompanied with all original survey data (**Section F, Deliverable 19**). Each report shall include an executive summary and pictorial slides that summarizes significant data in the report. The contractor shall perform these studies in accordance with the highest standards of qualitative research and analysis. The contractor shall work with the Government for Chief of Mission concurrence to ensure country clearance is granted to conduct these fieldwork national level surveys.

The contractor shall be prepared to conduct national level surveys primarily in the Central Gulf region, eastern and northern African nations, the European continent, and in other areas as required by the Government. The survey topics will be provided by the Government for each survey requested.

The contractor shall conduct all interviews in a scientifically rigorous manner. The contractor shall employ highly developed capabilities for implementing complex sample designs and successfully encouraging the cooperation of sampled families and individuals. The contractor shall ensure quality of interview completeness, data collection methodology, and data integrity and accuracy for all surveys using methods that are published in peer-reviewed, scientific or academic social and behavioral science literature.

All quantitative questionnaires shall be pilot tested before fielding and all qualitative questionnaires shall be pilot tested with two similar language respondents of the intended and ultimate audiences. All sampling frames produced by the contractor shall be pre-approved by the Government before fielding.

The contractor shall refer to **Section F** for additional formatting and delivery requirements for population surveys.

C.3.4.4 SUBTASK 4.4 – MULTI LEVEL MEDIA STRATEGY AND EXECUTION PLAN

The contractor shall provide a media strategy for each developed program or approved plan/operation, as designated by the Government. A program or operation is defined as: a named operation-such as OIR, Concept of Operations (CONOPs), Operational Order (OPORD), an approved MISO or Communications plan, and/or National Messaging plan. The developed strategy and execution plan could be at the strategic level (regional/global), operational (defined geographical area), tactical, and/or include all three levels (Multi-level) supporting the program or plan/operation.

For each program, as designated by the Government, the contractor shall provide a media campaign strategy with a detailed execution plan (**Section F, Deliverable 20**) that contains the rationale for executing the program, measurable objectives, target audience information, tactics, detailed timetables, work plans, and budgets. The strategy shall include the recommended media

types and messages for the program. Plans shall include strategies and tactics that are actionable and measurable. When developing the media campaign strategy and execution plan, the contractor shall utilize information gathered under Subtasks 4.1, 4.2, and 4.3 above. The contractor shall include recommendations for future efforts within the scope of Subtasks 4.1, 4.2, and 4.3 in support of the relevant program. The contractor shall also propose Measures of Effectiveness (MOE), Measures of Performance (MOP), and any return on investment (ROI) that can be used by the Government to evaluate the successful execution of the plan. The contractor's proposed MOE and ROI will be reviewed and approved by the Government before being implemented. The contractor shall be responsible for monitoring the implementation of the overall strategy and tactical execution.

C.3.5 TASK 5 – CONTENT DEVELOPMENT AND DISTRIBUTION

The contractor shall provide content and product development support to directly counter threats such as the efforts of violent extremists and humanitarian crises. The contractor shall support this task, as detailed in approved Government strategic plans (such as the Government Counter ISIL Strategy), operational plans (such as OIR), and/or tactical plans. The contractor shall identify and provide the client with detailed, local information types, sources, and procedures to be used in obtaining, organizing, analyzing, and incorporating this information into content. Content developed by the contractor may include, but is not limited to, text, graphics, video, audio, audio-visual components, and any other information featured on relevant platforms. Content developed by the contractor shall demonstrate an intimate knowledge of the regional media markets, as well as the cultural, social, political, and economic dynamics for the target region and target audiences. The contractor shall develop content that demonstrates an understanding and reflection of local and regional perspectives to include the use of indigenous terms and dialects. The contractor shall also use items and events of regional interest and developed techniques to transmit timely, accurate, and comprehensive messages as required by the Government. The contractor shall develop content that provides open and unbiased analyses of major events in the targeted regions and the ramifications of those events on the target audiences. All content shall be oriented toward identified foreign, target audiences and not on U.S. audiences. Finally, except when directed by the Government client, the content shall not replicate the role of Government and DoD Public Affairs or address U.S. foreign policy issues. Rather, the content shall reflect native/indigenous understanding and journalism, politics, academics, security, culture, entertainment, and other aspects of specified objectives.

All products shall have appropriate DoD, Interagency, and Coalition partner approvals. The Government is responsible for facilitating the products through the approval process. The approval process will take place after the product prototype is developed. Products will not be disseminated until after the approval process has concluded and the Government directs the dissemination.

The contractor shall be responsible for dissemination and distribution of content to the Government agency and third-party platforms (e.g., news websites, aggregators, etc.) that shall ensure delivery of content to the target audience in the specified geographical area directly supporting stated objectives, Government/military operations, and activities. In areas identified by the Government, the contractor shall develop a network of content providers and shall provide content in accordance with the Government/DoD objectives. A content development workflow

shall be established by the contractor that provides an efficient method for the Government to review and provide feedback and approval.

The contractor shall also develop news dissemination platforms in relevant target audience regions to ensure delivery to the target audience in the specified geographical area that directly support Government objectives, operations, and activities. The distribution and dissemination of content in these relevant target audience regions shall be ongoing. Finally, the contractor shall provide periodic content dissemination, media monitoring, and social media monitoring reports that reflect relevant metrics which may include, but are not limited to, media impressions, web reach, social reach metrics, and, when relevant, sentiment analysis.

C.3.5.1 SUBTASK 5.1 – PRODUCT DEVELOPMENT

For each target audience and based on the specific Governmental agency's approved campaign strategy and operational/tactical plan, the contractor shall create targeted messages and materials which may consist of broadcast (e.g., TV, radio, videos, etc.), print, outdoor, digital, and other advertising (**Section F, Deliverables 21 and 22**). Based on its approved strategic and tactical plan, the contractor shall present creative concepts for Governmental review, comment, refinement, and approval. The contractor shall adhere to the following process for product development, unless otherwise directed by the Government: 1) prototype development, 2) pre-testing, 3) refinement, 4) production, 5) dissemination, and 6) data collection.

The contractor shall ensure the following are taken into consideration in the development and execution of developed products:

- a. Unique characteristics, experiences, norms, values, behaviors, and beliefs of the targeted audience, and relevant historical, environmental, and social forces are taken into consideration in the development and execution of creative advertising materials.
- b. All materials (e.g., traditional, digital, and non-traditional) are prepared in a format consistent with industry practice and are in formats that are industry standard and designed for use in accordance with the paid media plan and other aspects of the approved strategic and tactical plan.
- c. All necessary and applicable terms of services, privacy, security, and other best practices and legal requirements are completed prior to disseminating creative materials.

Additionally, when applicable and based on local laws and regulations, the contractor shall:

- a. Negotiate usage rights for TV, radio, print, and digital materials, as necessary, and procure the proper advertisement usage rights for placement.
- b. To the extent reasonably possible, not use talent, graphics, music, or other media that will require residual payments.
- c. Maintain complete documentation concerning talent contracts, music rights, and any information needed to determine legal issues involving broadcast, use, or distribution of any and all broadcast products, to any audience, at any time.
- d. Ensure that all talent, images, and other materials are negotiated to include buy-out rights, as available, and at least cover the duration of the TO period of performance.

SECTION C – PERFORMANCE WORK STATEMENT

- e. Provide to the Government client all finalized creative materials, including supporting paperwork.

Creative materials files shall include all source files and supporting files including, but not limited to, artwork, fonts, images, and illustrations used to create the products.

C.3.5.2 SUBTASK 5.2 – PAID MEDIA PLANNING, BUYING, AND OPTIMIZATION

The contractor shall plan and execute paid media campaigns in support of approved Government operational plan(s). The supporting media campaigns shall be documented in Paid Media Plans (**Section F, Deliverable 23**) which shall include, but are not limited to:

- a. Description of strategy and associated marketing objectives, including an approach to channel planning.
- b. Media plan that demonstrates in-depth knowledge of the media consumption habits of intended audience including, but not limited to, how the buys will support objectives, estimated reach, frequency, and cost.
- c. Media mix, including breakdown of percentage spent by media type.
- d. Media flighting chart including each media type to demonstrate various suggested flight times, media weights/insertion levels, and other relevant factors.
- e. Analytical measurement plan to track success, determine the effectiveness of paid media efforts, and plans for mid-course adjustments if desired outcomes are not being achieved.
- f. Negotiation of bonus media weight or added-value media.
- g. Proof of performance consisting of, but not limited to, progress reports, media vendor invoices, tear sheets, affidavits of performance for broadcast, vendor invoices, match reports, air checks, screenshots, photographs, and third-party media tracking solutions to ensure campaign delivery and to verify media billings.
- h. Whenever possible, the contractor shall always negotiate for value-added.

C.3.5.3 SUBTASK 5.3 – MEDIA PLATFORMS

The contractor shall develop and/or customize traditional media products and user-centered digital destinations that may include, but are not limited to: radio, TV, print, websites, mobile applications, social media pages/handles, and other media development platforms. The contractor shall identify and describe potential information types and sources, and the procedures to be used in obtaining, organizing, analyzing, and incorporating cultural knowledge and media environment information, gained in the execution of **Section C.3.3**, into products and content. The following are the deliverables for media platforms (**Section F, Deliverables 21 and 22**); the contractor shall work with the Government to determine the appropriate existing and required platform(s):

- a. **Traditional Media** – the contractor shall produce and broadcast regularly scheduled and contingency radio and TV messages (Satellite and Broadcast), advertisements, and shows. The contractor shall provide one method, at minimum, at the end of each broadcast to enable listener feedback, as required. The contractor shall produce and disseminate print media that may include: billboards, posters, handbills, newspapers, periodicals, brochures, and comic books. The contractor shall provide additional media

types as they become available or are determined to be relevant to the program, target audience, or target environment.

- b. **Websites** – the contractor shall be responsible for implementing a scalable and non-proprietary content management system (CMS) and establishing a secure and stable hosting environment. Websites shall utilize device-agnostic responsive design (mobile) and adhere to usability best practices. The CCMD requires that all CCMD website platforms be operational and accessible on the Internet 24 hours a day, seven days a week (24/7), with a 99 percent reliability rate (at the host location). The CCMD also requires U.S.-based secure hosting environments, preferably in a cloud hosting environment. Websites will require one-click attribution, clearly identifying that information is being provided by the CCMD.

The contractor shall conduct continuous security monitoring of all hosting platforms under control of the contractor. The contractor shall employ industry best practices for proactive information security such as virus scan tools to include intrusion detection and countermeasures, daily preventive security scans, virus and Trojan horse protection, daily incremental backups, and weekly complete backups. The contractor shall maintain compliance with Industry and DoD Information Assurance Vulnerability Advisories published by the DoD Computer Emergency Response Team (CERT) as applicable.

The contractor, after getting final approval from the CCMD, shall secure rights to the chosen Uniform Resource Locators (URLs), as well as those of similar URLs (i.e., .com, .net, .info, .org, etc.) as required by the CCMD.

The contractor shall develop and obtain content for use on existing and new websites. Examples of content to be developed include: text, graphics, video, audio, and audio-visual components, including articles, features, photographs, downloads, podcasts, and all information features on the web pages. This content may also be used on social media pages in addition to the websites. The contractor shall measure and report website performance, reach, and effectiveness.

- c. **Mobile Applications** – the contractor shall maintain and/or develop custom mobile applications across potential mobile platforms such as iOS, Android, Windows, and Blackberry. The custom mobile applications shall include mobile user experience and human computer interaction best practices. The contractor shall provide expertise in development frameworks which can include, but are not limited to Django, PostgreSQL, and CouchDB. All mobile applications shall be machine and user tested across devices, platforms, and operating systems. In addition, the contractor shall provide expertise in successfully receiving approvals for applications to be listed on Apple iTunes, Google Play, Windows Store, and other relevant mobile application marketplaces. The contractor shall measure and report mobile application performance, reach, and effectiveness. The contractor shall report metrics for each mobile application, such as application downloads, visitors per day, content accessed, time spent on application, location of visitor (if available), and engagement metrics (e.g., comments, likes, shares).
- d. **Social Media Pages and Handles** – the contractor shall maintain existing and may be required to setup and customize social media profiles, pages, handles (e.g., Facebook Company pages, Twitter accounts, YouTube channels, etc.), and implement industry best practices. The contractor, after receiving final approval from the CCMD, shall secure

rights to the chosen social media handles as required by the CCMD. The contractor shall establish and receive CCMD approval on a comment feedback system to receive, translate, recommend approval of, and post, as appropriate, all comments regarding content including, but not limited to, original individual features or news summaries.

The contractor shall identify and provide to the Government potential information types, sources, and procedures to be used in obtaining, organizing, analyzing, and incorporating this information into online content. Content requirement will consist of text, graphics, video, audio, and audio-visual components including articles, features, photographs, downloads, podcasts, and all information features on the web pages, mobile applications, and associated social media sites. Content submitted by the contractor shall demonstrate an intimate knowledge of the regional media markets, as well as the cultural, social, political, and economic dynamics for the target region and target audiences. Content should demonstrate an understanding and reflection of local and regional perspectives, to include the use of indigenous terms and dialects. Content shall use items and events of regional interest and developed techniques to transmit timely, accurate, and comprehensive messages as required by the Government. Content shall provide open and unbiased analyses of major events in the targeted regions and the ramifications of those events on the target audiences. Content shall be oriented toward identified foreign, target audiences and not on U.S. audiences. Except when directed, content shall not replicate the role of DoD Public Affairs or address U.S. foreign policy issues. Content providers should have native/indigenous understanding with backgrounds in journalism, politics, academics, security, culture, entertainment, and other aspects of Government overseas operations, which appeal to identified foreign target audience.

The contractor shall measure and report social media pages and handles performance, reach, and effectiveness. The contractor shall report metrics, such as social media data by type (Facebook, Twitter, YouTube, etc.), to include: likes, tweets, re-tweets, views, referrals, new likes/followers.

- e. **Email** – the contractor shall implement and customize an email management service (EMS) to manage, deploy, and report on all email communications to support distribution of direct email marketing (e.g., daily summaries, topic specific email summaries, etc.). The contractor shall provide translated emails to the CCMD within a reasonable time period (48 hours or less). The contractor shall be responsible for providing any translation and the translation shall be languages in which the content is published. If an email or comment is received outside of the content language(s), then a computer based translation service may be used.
- f. **Emerging Platforms** – the contractor shall develop and/or customize user-centered digital destinations on new or emerging digital platforms as they become available or are determined to be relevant to programs.

C.3.5.4 SUBTASK 5.4 – DIGITAL PLATFORMS SUPPORT

The contractor shall provide support to ensure successful execution across all subtasks. The support shall include, but is not limited to:

- a. **User Support** – the contractor shall provide user support across all digital platforms (e.g., mobile applications, websites, social media platforms, etc.), within an established service-level (e.g., responses to user questions within three hours).
- b. **Client Support** – the contractor shall provide on-call analytical, technical, and consulting support to maintain digital platforms on a 24/7 basis. The service level for such client support shall be one hour response during business hours (0800 to 1700 for the client's local time zone) and three hour response time outside of business hours.

C.3.6 TASK 6 – IO PLANNING SUPPORT AND ENGAGING LOCAL PARTNERS (OPTIONAL)

C.3.6.1 SUBTASK 1 – IO PLANNING SUPPORT

The contractor shall support the CCMDs in conducting research, forming capabilities, and developing and executing IO plans. The contractor shall provide expertise in articulating information requirements needed to drive IO planning; establishing regular reporting criteria and timelines to satisfy operational and theatre IO information requirements; and, interfacing with other theater intelligence activities.

The contractor shall support activities including, but not limited to, the following:

- a. Integrate and synchronize theater IO efforts into IO plans and operations to address current and future Operation Plans (OPLANs).
- b. Review all Electronic Warfare (EW), MISO, Military Deception (MILDEC), Cyberspace Operations (CO), and Operations Security (OPSEC) activities.
- c. Analyze the development of procedures, organizations, and the allocation of IO responsibilities and tasks to intelligence and operational organizations across the region.
- d. Support the analysis and implementation of IO and Integrated Joint Special Technical Operations (IJSTO) tools and capabilities.
- e. Support IO in experiments, exercises, and other events.
- f. Design and insert IO activities into the CCMD Regional/Country Cooperation Plans (RCP/CCP).
- g. Support development of CONOPS and requirements for IO capabilities and programs that will enhance warfighting capabilities.
- h. Provide options that utilize IO and Special Technical Operations (STO) capabilities to enhance current operations, crisis response, and force protection.
- i. Provide support to the conduct of theater scenario exercises with Command elements utilizing strategic and operational IO capabilities.

C.3.6.2 SUBTASK 2 – ENGAGING LOCAL PARTNERS

The contractor shall provide best practices, expertise, and/or training on the use of traditional and digital media to local partners. The contractor shall develop and implement a training curriculum that creates training relevant to the media environment and the counter terrorism mission set. The contractor shall also provide lessons learned and best practices for operating in the relevant target location to the local partners.

C.3.7 TASK 7 – ADDITIONAL SUPPORT AS NEEDED (OPTIONAL)

As directed by the Government, the contractor shall provide additional support within the scope of Sections C.3.1-C.3.5 and C.3.6, if the optional task is exercised. The scope of this task is the same as the above tasks; however, work under this task shall support unplanned contingencies. This support could be provided to other components of DoD and other Government agencies that serve as partners in this effort. Supporting additional CCMDs, not listed in **Section C.3**, with counter-threat IO is also within scope of this task. This task may also require support outside of the AOIs that are currently known.

The intent of this task is to provide additional support that is able to adapt to the changing environment and to leverage the efficiencies that can be gained by using the content developed under this TO for partners and AOIs. Due to the unpredictable nature of operating in theater and in complex geographic areas that have unstable political environments, this task may also require additional effort that is not currently known to ensure that this support can be maintained at the level of effort required to operate in these areas. As a result, this task may require the contractor to provide research or a media campaign effort that is currently not known, but requires a level of effort that significantly exceeds that of the current, known media environments that is within the counter-threat mission.